



Joint Contracting Command

Iraq / Afghanistan

The Way Ahead™

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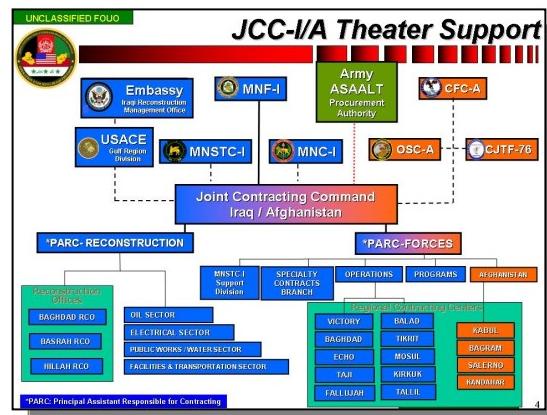
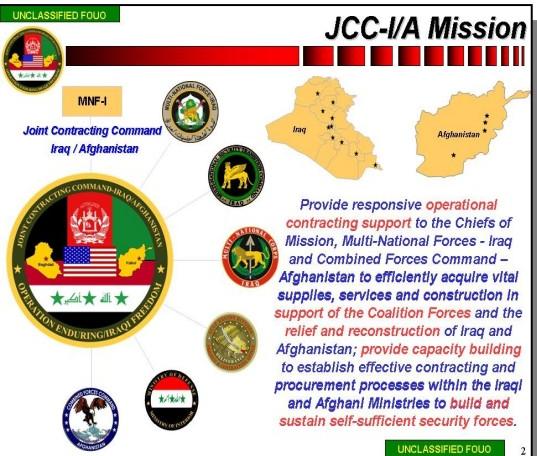
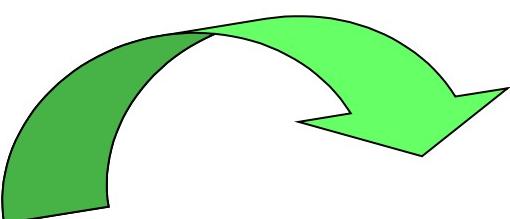


Standing up JCC-I/A

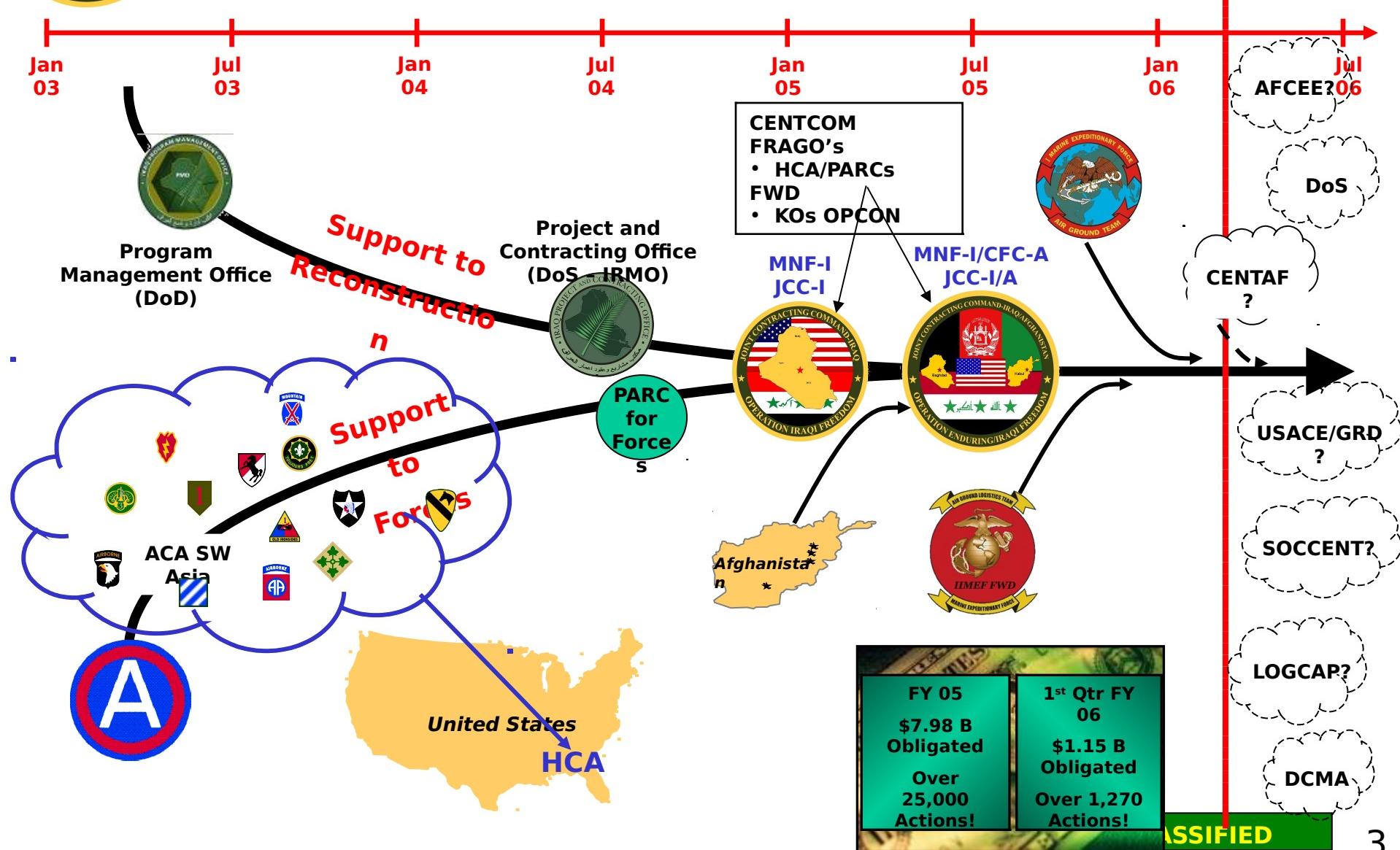
Integrate with Joint Force Commander and organize to support his campaign plan

Establish a JMD to resource and sustain the command

Mission to centralize contracting in Iraq
FRAGO 09-680



JCC-I/A Evolution





Operational Contracting C² Issues

FACT: No one contracting agency has oversight over all agencies executing contracts in theater

INSCOM

SOCENT

CENTAF

AFSC

AFCEE

Operational Effects

- Inaccurate and untimely Situational Awareness of contracting activities
- Lack of ability to enforce command-wide contracting policies
- Inability to achieve unity of contracting effort to support the warfighter
- Difficulty managing and directing contractor accountability & arming

Recent MNF-I FRAGOs dealing with Contractors

- Trafficking
- Contractor Accountability
- Arming Contractors & PSCs

GOAL: All Contracting Activities in Theater align to support CJOA Commanders Objectives



Incorporating Lessons Learned

UNCLASSIFIED FOUO

Lessons Learned

The Joint Contracting Command Model WORKS!

- **Flag officer** required to engage Host Nation leadership, Embassy Staff, COCOM, and MSC's (Large Scale, Long Term Operations)
- **HCA** forward with the warfighter improves responsive support
- Each Services **strengths** and **weaknesses** highlighted
- The "**Joint Team**" provides theater-wide critical expertise for complex acquisitions and direct support to Brigade Combat Teams
- **Centralized contracting** support provides more capability, flexibility and responsiveness
- **Host Nation Capacity Building** supports transition to self-reliance
- Provides **extensive knowledge** of vendors, Host Nation leadership, Embassy and NGO players
- **Rotation period** of less than 6 months is counterproductive
- A single contracting agency provides **theater-wide perspective** and oversight and a central contract clearing house

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- Organization
- Policy
- Doctrine

Army vs Joint

- Training
- Engagement

Army MACOMs
COCOMs
Sister Services



On Going Actions to...

...incorporate Lessons Learned

- **Joint Contracting - Contractor Management Working Group**
 - Develop Joint Doctrine
 - Address joint Policy on Contingency Contracting directed by the 2006 NDAA Defense Authorization
- **Developing Joint Contingency Contracting Training**
 - Supplemental Training Modules
 - CON 234 Refresher Course
 - Create a Joint DAU Course for Contingency Contracting Officers
- **Improving Joint**
 - SF44
 - Data Management
 - Contracting Writing
 - Contractor Accountability
- **Regulatory Improvements**
 - New Subpart 18
 - Update PGI 225.74

Approval
for

Contracting
Joint Pub!

Automated
Leverage USAF
Ready Airman
Course

BTA Tiger Team



What is Contingency Contracting?

Quick

Response

Deliberate

Low

Threat

High

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Support of Disaster Relief

Any Quick Response Contracting?

Supporting Early Entry Forces

CONUS contracting supporting a War

Supporting Training Deployments

LOGCAP

Humanitarian Civic Assistance (HCA) efforts

Theater Sustainment Contracting

Capacity Building

Rebuilding HN Military Forces

HN Peacetime Engagement

Reconstruction Contracting

OCONUS War Fighter Support e.g. (Korea, USAEUR)



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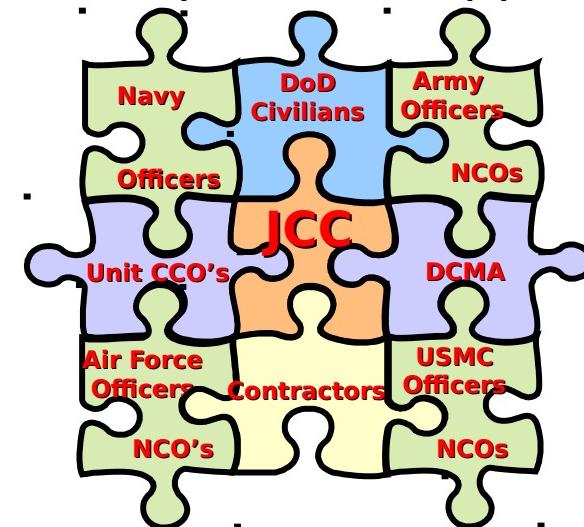
**Questions
&
Comment
S...**



Lessons Learned

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Lessons Learned

- A Joint Contracting Command, with a **viable JMD**, should be integrated with initial flow of CS/CSS forces and grow it after cessation of major combat operations
- Implementation of **Procurement Automation Systems** must be planned for in advance and tailored to a contingency environment
- Better control over **contracts written from CONUS** is needed
 - Coordination of Logistics Support
- C2 of "**Contractors on the Battlefield**" is still a large challenge
 - Policies on Arming
 - Accountability
 - Logistics Support

Working these issues from “in theater” while supporting combat operations is tough!!